



Operations

★COMMAND AND CONTROL

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This instruction implements AFPD 10-2, *Readiness*. It expresses Air Force policy regarding the establishment, operation, and support of command posts. It applies to all US Air Force major commands (MAJCOM), Numbered Air Forces (NAF) performing command and control functions, Air National Guard (ANG), US Air Force Reserve (USAFR), field operating agencies (FOA), direct reporting units (DRU) and specialized command and control workcenters (i.e. Airlift Control Centers (ALCC), Rescue Coordination Centers (RCC), or fixed or deployable Air Operation Centers (AOC)). Command-level instructions or supplements will provide detailed procedural guidance. Send one copy of supporting instruction or supplement to HQ USAF/XOOO. This instruction addresses information protected by the Privacy Act of 1974. Title 10 United States Code (U.S.C.) 8013 and 44 U.S.C. 3101 authorizes the collection and maintenance of records prescribed herein. System of Records F011 AF A and F030 Air Force MP. apply. Consult AFI 37-132, *Air Force Privacy Act Program*, for further guidance on Privacy Act Statements. Waiver authority for this instruction is HQ USAF/XOOO. This instruction is exempt from licensing the reporting requirements in accordance with (IAW) paragraph 2.11.10 of AFI 37-124, *The Information Collections and Reports (ICR) Management Program*. See attachment 1 for terms used in this instruction.

SUMMARY OF REVISIONS

★This instruction has been revised throughout. Personnel are urged to carefully review the entire text to familiarize themselves with all changes.

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Supersedes: AFI 10-207, 27 December 1993.
OPR: HQ USAF/XOOO (MSgt Carol A. Graham)

Certified by: HQ USAF/XOO (Brig Gen T. J. Schwalier)
Pages: 8/Distribution: F

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Chapter 1

ORGANIZATION

1.1. Air Force Command and Control. Each active-duty Air Force installation (base, station, etc.) will maintain and operate a single command post to support all resident units/organizations. However, each MAJCOM headquarters is authorized to operate a separate, MAJCOM-dedicated operations center (hereafter distinguished using the term command center).

1.2. Command and Control Direction. To ensure clear command and control of installation resources, only the command post is authorized to communicate command (JCS, USAF, or MAJCOM) direction to operational organizations which support the entire installation (e.g., security police, base operations, etc.). Tenant command centers or operations centers must coordinate and communicate operational requirements involving host resources through the command post.

1.3. Operational Unit Responsibility. The responsibility to establish, staff, and operate the command post is normally vested in the host unit. If the host is not an operational unit, and an operational active-duty unit (group level or higher) is tenant on the installation, the tenant unit exercises this responsibility. Exceptions are authorized, if a written agreement exists between MAJCOMs. (**NOTE:** Forward written agreements to HQ USAF/XOOO). Regardless of “ownership,” the command post will always provide full support to all installation units.

1.4. Department of the Air Force Command and Control System (DAFCCS). DAFCCS includes the Air Force Operations Center (AFOC), Air Force Emergency Operations Center (AFEOC), and the command and control system’s authorized facilities. Each channel of authority within the DAFCCS is essential to the decision making process and direction given by the National Command Authorities and the Joint Chiefs of Staff.

1.4.1. To be effective the DAFCCS must facilitate planning, directing, coordinating, and controlling operational activities of subordinate elements; provide designated authorities with essential information to permit effective decision making; provide the capability to transmit decisions in a timely manner to the authorities charged with execution responsibility, and support the commitment, timely application, and withdrawal of forces in support of national objectives.

1.4.2. Objective Wing. The objective wing implements the “one base, one boss” philosophy. It is designed to improve combat capability, peacetime effectiveness, and efficiency, by aligning responsibility, authority, and accountability through a chain of command that eliminates layers and improves timeliness and accuracy of information reporting. The command and control organizations are the focal points of a unit’s operations and conduct activities according to unit plans and policies.

1.4.3. The objective wing command and control organization is organized as a staff agency directly under the installation commander.

1.5. Command and Control Functional Areas.

1.5.1. As a minimum, command and control organizations consist of the following functional areas: Operations, Maintenance (not applicable to units without an operational mission), Reports, Training, and Survival Recovery/Battle Management. MAJCOMs (in coordination with assigned or supported CINCs) should consider and may specify additional peacetime and/or wartime functions for consolidation or removal when not required due to mission type. Areas to consider are the following: security control, mobility control, air defense control, damage control, NBC (nuclear, biological, and chemical) control, and base defense operations.

1.5.2. The command and control organizations are not responsible for manning or the operation of the Battle Management/Survival Recovery Center functions. Day-to-day this is a dormant function, but will be activated in response to any emergency, crisis, or contingency at the discretion of the Installation or Support Group Commander. Procedures for operating this center are addressed in Base OPlan 32-1. When activated, this center is responsible for functions such as crisis management, resource allocation, survival and recovery operations. MAJCOMs may assign additional functional responsibilities.

1.5.3. The functional configuration of MAJCOM command centers is a MAJCOM prerogative.

1.6. Increased Tensions Command Direction. During increased tensions, the command post acts as the focal point for timely alerting and execution of assigned forces. The command post directs and implements actions according to higher headquarters directives and instructions, and the installation commander.

Chapter 2

RESPONSIBILITIES

2.1. Headquarters Air Force. HQ AF will:

2.1.1. Develop USAF policy regarding command and control operations, reporting, training, and maintenance operations functions.

2.1.2. Maintain, through the Air Force Operations Center (AFOC), reliable, redundant, deployable, and survivable voice connectivity with all MAJCOM command centers at all times.

2.1.3. Develop, implement, and execute Emergency Action Procedures, Chief of Staff, (EAP-CSAF) in support of Emergency Action Procedures of the Chairman Joint Chiefs of Staff (EAP-CJCS).

2.1.3.1. Ensure Air Force Operations Center personnel are thoroughly familiar with CJCS procedures supported by the Air Force.

2.1.3.2. Ensure Emergency Action (EA) formats are available for each prescribed message. Use of EA checklist is mandatory.

2.1.4. Ensure timely dissemination of information from individual reporting (i.e., MAJCOMs, SOAs) sources that may indicate an adverse trend that impacts Air Force operations world wide.

2.1.5. Develop a Master Training Program and conduct recurring training. Recurring training includes formal training, self-study, and written examination. As a minimum, recurring training is conducted on a quarterly basis.

2.1.6. Ensure compliance with the 1C3X1 Career Field Education and Training Plan (CFETP) and maintain AF Form 623 IAW AFI 36-2201, *Developing, Managing, and Conducting Training*, and other applicable directives. AF Form 623 is maintained and kept current on E-6s and below and E-7s and above in retraining status.

2.1.7. Develop and maintain the Command Post Air Force Manpower Standard (AFMS 135A).

2.2. Major Commands (MAJCOMs). MAJCOMs will:

2.2.1. Develop, where applicable, Emergency Action Procedures in support of commander-in-chief (CINC) directives.

2.2.2. Establish and enforce a strict need-to-know Emergency Action Message (EAM) processing and implementation policy.

2.2.3. Identify facility configurations, equipment, and communications requirements necessary for command posts to operate efficiently and reliably.

2.2.3.1. Ensure units maintain an alternate facility that supports fixed and/or deployed operations. Operational capability must be based on the "train as we fight" philosophy and support command, control, communications, computers and intelligence (C4I) needs.

2.2.3.2. Alternate facilities may be shared with another operational facility, provided controllers maintain the ability to receive and process emergency action messages in a secure environment and without interference from other activities.

- 2.2.4. Identify manning requirements for functional areas. Requirements will be defined by position title, grade, Air Force Specialty Code (AFSC) or Special Duty Identifier (SDI), and skill-level, and will be developed IAW Air Force Manpower Standard (AFMS) 135A.
- 2.2.5. Develop, maintain, and administer a comprehensive training program designed to support qualification and training requirements.
 - 2.2.5.1. Ensure strict guidance is provided to commanders, at all levels, regarding compliance with established timing criteria for reports contained in Joint Publications, AFMAN 10-206, Operational Reporting, and AFI 10-201, *SORTS* (Status of Resources and Training).
 - 2.2.5.2. Ensure mandatory qualification requirements from the 1C3X1 CFETP, 5 and 7 skill levels, are included in MAJCOM training plans.
 - 2.2.5.3. Ensure AF Form 623s are maintained IAW AFI 36-2201 and associated training directives.
- 2.2.6. Maintain reliable, redundant, and survivable, voice connectivity with all assigned command posts at all times.
- 2.2.7. Establish requirements for and define the qualifications of command representatives (COMREPs).
- 2.2.8. Establish physical security requirements. The command post will be a controlled or restricted area. Visitor entry into the command post will be controlled through a single entry point. Personnel permanently assigned to the command post will control access. During increased operations, access may be controlled by security police.
 - 2.2.8.1. Maintenance personnel are not authorized to control access to Emergency Action Cells.
 - 2.2.8.2. Ensure all personnel performing duty in the command and control environment are trained in physical security requirements.
 - 2.2.8.3. Ensure procedures are developed to minimize command post access.
- 2.2.9. Standardize command posts to the maximum extent possible.
- 2.2.10. Establish tour and duty restrictions. Additional duties outside of the command and control environment, for 1C3X1 shift workers, will be scheduled only in exceptional circumstances (i.e., bay orderly). This provision does not apply to personnel in overhead positions or those performing duties based on the standard Monday through Friday work week.

2.3. Installations. Installations will:

- 2.3.1. Consolidate the minimum command and control functions within a single command and control organization (Exceptions: Air Mobility Command is authorized to operate stand alone Air Mobility Control Centers at selected overseas en route locations. Non-mobilized ANG units operate stand alone operations centers due to their state and federal missions and command structure). Other functional areas may be consolidated at the discretion of the commander or MAJCOM.
- 2.3.2. Establish and maintain a responsive and reliable communications system linking the command and control centers with the NMCC, AFOC, applicable MAJCOM, NAF, and operational and operational-support agencies at all times.
- 2.3.3. Ensure the operations, maintenance, training, and reports management functional areas are staffed only with qualified personnel.
- 2.3.4. Establish, maintain, and administer a comprehensive, up-to-date training program based on MAJCOM guidance, supported command requirements, host/tenant unit requirements, and the 1C3X1 CFETP.
- 2.3.5. Develop written procedures to provide command and control under less-than-optimum conditions such as forced relocation, communications outage, fire, etc.

Chapter 3

PERSONNEL

3.1. Staffing.

- 3.1.1. Staffing of command posts, operations centers, control centers, and NAF command centers performing command and control, or command and control related duties will be IAW the command post Air Force Manpower Standard (AFMS) 135A, AFMAN 36-2105, *Officer Classification*, and AFMAN 36-2108, *Airman Classification*, identify mandatory and minimum requirements for entry, award, and retention of the Command and Control SDI and AFSC. Additional OJT and upgrade requirements may be required by the CFETP, governing MAJCOM, or locally determined directives.
- 3.1.2. According to the USAF Retraining Advisory, applicants applying for retraining into the 1C3X1 career field must be interviewed by the local command post chief or superintendent/NCOIC to determine suitability for command and control duty. If no command post exists, individuals must be interviewed and recommended by their commander for entry into the Air Force Specialty and recommendations must be reviewed and approved by the MAJCOM functional manager.
- 3.1.3. The senior console position may be manned by a 1C371 (TSgt/MSgt).

3.1.3.1. Unit commanders experiencing a TSgt/MSgt (CAFSC 1C371) shortage due to upgrade training (UGT) and/or manning shortfall, may fill the senior position with a SSgt (CAFSC 1C351). Commanders must request a waiver from MAJCOM to fill the senior controller position with a SrA (CAFSC 1C351).

3.1.3.2. MAJCOMs may only grant waivers as a temporary solution to manning shortfalls. Waivers will be re-evaluated annually.

3.2. Command Representative. A COMREP provides command unique expertise in the requirements and procedures of a unit supported by another command's command post [i.e., 388 FW (ACC) supported by Hill Consolidated Command Post (AFMC)]. MAJCOMs determine grade and skill requirements for COMREPs.

3.3. Security Clearances. Personnel assigned to operations, reports, training, or overhead positions must possess a Top Secret security clearance. Personnel performing maintenance operations functions within the command post must possess, as a minimum, a Secret clearance.

3.3.1. 1C3X1 personnel must possess a Top Secret clearance according to procedures in AFI 31-501, *Personnel Security Program Management*, for award and retention of AFSC 1C331/51/71/91 or 1C300.

3.3.2. Additional qualifications (i.e., certification under the Personnel Reliability Program, access to Sensitive Compartmented Information, or Single Integrated Operational Plan) may be required locally or by MAJCOMs to support unique mission and/or functional area requirements.

Chapter 4

FUNCTIONAL AREA RESPONSIBILITIES

4.1. Operations. A 24-hour function responsible for the following actions, as a minimum:

4.1.1. Emergency actions.

4.1.1.1. 1C3X1 personnel performing emergency action (EA) duties must remain in the immediate vicinity of the command and control facility during their tour of duty.

4.1.2. Crisis coordination and disaster response.

4.1.3. Airlift control (if applicable and not provided by an air mobility control center).

4.1.4. Flight follow/mission monitor (as required).

4.1.5. Maintain key personnel locator.

4.1.6. Maintain an events log documenting daily shift activities and significant events and incidents.

4.2. Maintenance. A 24-hour function that performs the following responsibilities from AFI 21-101, *Maintenance Management of Aircraft*, as a minimum:

4.2.1. Monitor and coordinate the status, production efforts, maintenance schedule, and location of all assigned and transient weapon and aerospace systems.

4.2.2. Logistic/maintenance reporting.

4.2.3. Allocate specialists as needed/requested for shared-support requirements.

4.3. Reports. Manages as a minimum the following report systems:

4.3.1. Operational reporting (refer to AFMAN 10-206).

4.3.2. Status of Resources and Training System (SORTS) reporting (refer to AFI 10-201).

4.3.3. Arms Control Treaty Reporting. Strategic Arms Reduction Treaty (START) Reporting System includes the following reports: START, Intermediate Range Nuclear Force (INF), Chemical Weapons Convention (CWC), Confidence and Security Building Measures (CSBM), Conventional Forces Europe (CFE), and Open Skies (OS). Comply with AFMAN 16-602, *STARS Users Manual*, where applicable.

4.4. Training. Responsible for training controller personnel on items outlined in chapter 5.

4.5. Battle Management Center/Survival Recovery Center (BMC/SRC). The BMC hosts the unit/installation battle staff or crisis action team. Day-to-day this is a dormant function, but is activated in response to an emergency, crisis, or contingency situation. The composition and functions of the BMC/SRC is a MAJCOM or unit prerogative.

Chapter 5

TRAINING, TESTING, AND CERTIFICATION

5.1. Training Requirements.

5.1.1. All units are required to develop and implement a training program. Instructional System Development (ISD) is the official Air Force process for training personnel and developing instruction. To ensure learning activities are based on the desired learning outcome, ISD should be used, unless another training system meets or exceeds the standard used in ISD.

5.1.2. The goal of using ISD or a comparable system is to increase the effectiveness and cost-efficiency of education and training by fitting command post training/instruction to the job. With ISD command and control training products are constantly evaluated for improvement and quality. Comparable systems must provide an evaluation capability comparable to ISD.

5.1.3. Prior to performing unsupervised duties, controllers will be trained and certified in accordance with this instruction. Command and control training falls into three categories: initial, refresher, and recurring.

5.1.4. All C2 personnel not assigned as controllers (i.e., CP managers, training, and reports personnel) will have a thorough understanding of command emergency actions procedures to facilitate mission effectiveness. Gaining commands will determine EA certification requirements for Air Reserve Technician (ART) controllers.

5.2. Initial Training. Controllers without prior C2 experience will receive initial training. Initial training will include the following areas as a minimum: OPSEC, COMSEC, information and physical security, emergency actions, flight following/mission monitoring, and command operational reporting requirements.

5.2.1. All training will be accomplished by a certified controller, in the duties being trained.

5.2.1.1. Task trainers must attend the Air Force Train the Trainer course and should have a skill level equal to or higher than the trainee.

5.2.1.2. Task certifiers may not be task trainers. Only those tasks designated as core or critical need be certified. Task certifiers must complete the Air Force Task Certifier course and possess a 5-skill level as a minimum.

5.2.2. Command and control managers must determine when each trainee has the required knowledge and proficiency to perform unsupervised duties.

5.3. Refresher Training. Refresher training is a condensed version of the initial training program. It is designed to teach controllers, with prior C2 experience, local procedures and command unique mission requirements. It is also used to recertify controllers who have not performed command and control duties for a period of 60 days in their respective MAJCOM.

5.4. Recurring Training.

5.4.1. The purpose of recurring training is to ensure controllers remain knowledgeable in all areas pertaining to their unit's mission. Recurring training consists of formal training, self-study, and examination training.

5.4.1.1. Formal Training. Formal training will be conducted in a "classroom" environment. Subjects such as emergency actions, mission movement, CONPLAN XX, OPORD XX, and commander interest items etc. are covered. Formal training must include one hour of actual training using the above mentioned subjects. All command post controllers must attend unless excused by the OIC/Superintendent. Conduct formal training on a quarterly basis, as a minimum.

5.4.1.2. Self-Study. Each month a letter will be published outlining publications for review. Every effort should be made to ensure new and revised publications are reviewed by all controllers in a timely manner.

5.4.1.3. Examination Training. Examination training consists of written examination and scenario training.

5.4.1.3.1. Written examinations consists of open and/or closed book testing. All controllers are required to complete a monthly examination. The minimum passing score for examinations is 90 percent. Examinations will be critiqued to 100 percent.

5.4.1.3.2. Scenario training is based on events or incidents pertaining to a unit's mission. Training scenarios that may be sequential or nonsequential. Units involved with the launch or control of nuclear weapons will receive scenario training.

5.4.1.3.3. MAJCOMs will determine if scenario training is required for units without a nuclear weapons mission.

5.4.2. Certification. Certifying officials must document controller certification. At MAJCOM/NAF levels certification is completed by the host Director of Operations or comparable staff position. At wing level and below the commander is the certifying official and must personally interview each controller.

5.4.2.1. A record of controller certification and recurring training must be maintained.

5.4.2.2. Certification is accomplished for initial and refresher training.

5.4.2.3. MAJCOMs determine certification and decertification criteria.

5.4.2.4. Units must document controller certification and decertification. The certification record must be annotated with the date of decertification and reason.

5.4.3. Higher Headquarters Testing. IG and MAJCOM C2 standardization teams may test controllers on command and control procedures. Testing should not be used as a sole decertification tool. Controller decertification should be based on team performance and test failure. Testing involving positive control material procedures may involve stricter criteria.

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GLOSSARY OF TERMS

Terms

Airlift Coordination Center—A center that coordinates, manages, and executes theater airlift operations in their area of responsibility. The ALCC is the focal point for communications and the source of control for theater assigned and attached airlift forces. It also coordinates strategic air mobility operations through direct liaison with the TACC

Air Operations Center—The principle air operations facility from which aircraft and air warning functions of combat operations are directed, controlled, and executed. It is the senior agency of the Air Force Component Commander from which command and control of air operations are coordinated with other components and Services. Also called AOC.

Command Center—A facility from which a commander and his or her representatives direct operations and control forces. It is organized to gather, process, analyze, display, and disseminate planning and operational data and perform other related tasks.

Command and Control—The exercise of authority and direction by a properly designated commander over assigned forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission.

Command and Control System—The facilities, equipment, communications, procedures, and personnel essential to a commander for planning, directing, and controlling operations of assigned forces pursuant to the mission assigned.

Command Post—A unit's or subunit's headquarters where the commander and the staff perform their activities. In combat and contingency situations a unit's or subunit's headquarters is often divided into echelons; the echelons where the unit or subunit commander is located or from which such commander operates take place is called a command post.

Installation Commander—The host unit commander. This individual discharges the duties directed by US statutes or Air Force directives to be performed by the installation commander.

Operations Center—A facility or location on an installation, base, or facility used by the commander to command, control, and coordinate all crisis activities.

Operational Unit—A numbered Air Force organization which employs assigned combat aerospace forces, and is listed in the *USAF War and Mobilization Plan*, Volume 3, Part 1, Combat Forces (WMP-3).

Operational Wing—A wing that has an operations group and related operational mission activity assigned to it. When an operational wing performs the primary mission of the base, it usually maintains and operates the base. In addition, an operational wing is capable of self-support in functional areas like maintenance, supply, and munitions, as needed. When an operational wing is a tenant organization, the host command provides it with varying degrees of base logistics support.

Rescue Coordination Center—A primary search and rescue facility suitably staffed by supervisory personnel and equipped for coordinating and controlling search and rescue and/or combat search and rescue operations. The facility is operated unilaterally by personnel of a single Service or component.